



SECRETARY OF THE AIR FORCE
WASHINGTON

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SUBJ-ECT: AIR FORCE MANAGEMENT REFORM OFFICE

In May 1997, the Department of Defense completed the most fundamental and comprehensive review ever conducted of our defense posture, policy, and programs. The Quadrennial Defense Review resulted in a revision of our defense strategy and our conceptual framework of how US forces will fight in the future.

This new conceptual framework, *Joint Vision 2010*, charts a path that will ensure US forces are able to conduct decisive operations in any environment. *Joint Vision 2010* describes this goal as "full spectrum dominance." At the heart of this vision is the Revolution in Military Affairs. This revolution is benchmarked by the ability to collect, process, and disseminate information to US forces throughout the battlespace, while denying the enemy ability to gain and use battle-relevant information.

The new strategy and warfighting concept requires a defense posture that balances *the* demands of meeting present requirements around the globe with the imperative to invest for the future. This balance can only be achieved if our resources are reallocated from overhead and support activities to our fighting forces. This reallocation of resources is the purpose of the Defense Reform Initiative.

The Defense Reform Initiative is an outstanding starting point for Air Force management reform. We have concluded that the Air Force needs an organization dedicated to igniting the Revolution in Business Affairs in the Air Force to ensure our ability to fully implement the Revolution in Military Affairs and support "full spectrum dominance." With this in mind, we have established an office dedicated to corporate Air Force analysis and reform.

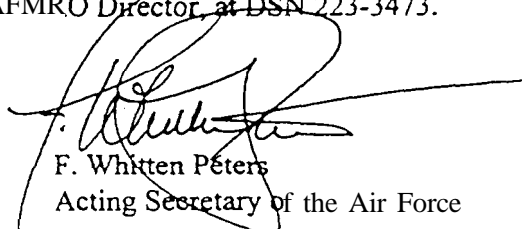
The Air Force Management Reform Office (AFMRO) is designed to assist the Secretariat and the Air Staff to accomplish the Revolution in Business Affairs. Drawing upon leading-edge thinkers and doers in the Air Force, DoD, industry, other governmental organizations, and academe, AFMRO serves to analyze and recommend improvements for Air Force corporate management practices.

This office exists in an advisory capacity and exerts no command authority. AFMRO reports directly to the USECAF and VCSAF, who jointly exercise control. All Air Force Defense Reform Initiative office (AFDRIO) functions and personnel are subsumed under this new office and AFDRIO is disestablished.

Questions on AFMRO or any issues related to the Air Force Revolution in Management Affairs can be addressed to Dr. Gerry Kauvar, AFMRO Director, at DSN 223-3473.



Michael E. Ryan
General, USAF
Chief of Staff



F. Whitten Peters
Acting Secretary of the Air Force